FRANKLIN TOWNSHIP

LENAWEE COUNTY, MICHIGAN

ANNUAL FINANCIAL REPORT

MARCH 31, 2005

Audit Date 3/3/105 Consisted Date Sy30/05 Sy30/0		er P.A. 2 of 19 ernment Type			/illage	Other	Local Governme Franklin	ent Name			County Lena	wee	
We have audited the financial statements of this local unit of government and rendered an opinion on financial statements praccordance with the Statements of the Governmental Accounting Standards Board (GASB) and the Uniform Reporting Financial Statements for Counties and Local Units of Government in Michigan by the Michigan Department of Treasury. We affirm that: 1. We have compiled with the Bulletin for the Audits of Local Units of Government in Michigan as revised. 2. We are certified public accountants registered to practice in Michigan. We further affirm the following. "Yes" responses have been disclosed in the financial statements, including the notes, or in the recommends and recommendations Yes V No 1. Certain component units/funds/agencies of the local unit are excluded from the financial statements. Yes V No 2. There are accumulated deficits in one or more of this unit's unreserved fund balances/retained earnity 275 of 1980). Yes No 3. There are instances of non-compliance with the Uniform Accounting and Budgeting Act (P.A. 2 of amended). Yes No 4. The local unit has violated the conditions of either an order issued under the Municipal Finance or requirements, or an order issued under the Emergency Municipal Loan Act. Yes No 5. The local unit holds deposits/investments which do not comply with statutory requirements. (P.A. 20 as amended [MCL 129.91], or P.A. 55 of 1982, as amended [MCL 38.1132]). Yes No 8. The local unit has violated the Constitutional requirement (Article 9, Section 24) to fund current year as amended [MCL 129.241). The local unit has violated the Constitutional requirement (Article 9, Section 24) to fund current year as amended [MCL 129.241). Yes No 8. The local unit uses credit cards and has not adopted an applicable policy as required by P.A. 266 (MCL 129.241). Yes No 9. The local unit has not adopted an investment policy as required by P.A. 196 of 1997 (MCL 129.95). We have enclosed the following: The letter of comments and recommendations.	Audit Date				Opinion	Date			tant Report Submit	ted to State:	,		
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Certified Public Accountant (Firm Name) Philip R. Rubley, CPA	Reports	on individ	ual fe	ederal fi	inancia	l assistance	programs (pr	ogram audi	ts).				~
Philip R. Rubley, CPA	Single A	udit Repor	ts (A	SLGU)).								v
	Certified F	ublic Accoun	tant (F	irm Nam	ne)								
Street Address 133 W Main Street MI 49256	Street Add	iress /				<u> </u>			City		State M1	ZIP 492	56

8/30/05

FRANKLIN TOWNSHIP ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED MARCH 31, 2005

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Using This Annual Report

The annual report consists of a series of financial statements. The statement of net assets and the statement of activities are both new and provide information about the activities of Franklin Township government-wide basis. They are designed to present a longer-term view of the Township's finances. Fund financial statements tell how services were financed in the short-term, as well as what remains for future spending. Fund financial statements also report the Township's operations in more detail than the government-wide financial statements.

Overview Of The Financial Statements

The Township's basic financial statements are comprised of three components:

- A) Government-wide financial statements.
- B) Fund financial statements.
- C) Notes to the financial statements.

This report also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide financial statements. The government-wide financial statements are designed to provide readers with a broad overview of the Township's finances, in a manner similar to a private-sector business.

The statement of net assets presents information on all of the Township's assets and liabilities, with the difference between the two reported as net assets. Over time, increases or decreases in net assets may serve as a useful indicator of whether the financial position of the Township is improving or deteriorating.

The Township maintains 5 individual governmental funds. Information is presented separately in the governmental fund balance sheet and in the governmental fund statement of revenues, expenditures, and changes in fund balances for the general fund and fire fund, each of which are considered to be major funds. Data from the other governmental funds are combined into a single, aggregated presentation. Individual fund data for each of these nonmajor governmental funds is provided in the form of combining statements elsewhere in this report.

The Township adopts an annual appropriated budget for its general and special revenue funds. Budgetary comparison statements or schedules have been provided herein to demonstrate compliance with those budgets.

Proprietary Funds. The Township maintains one type of proprietary fund. Enterprise Funds are used to report the same functions presented as business-type activities in the government-wide financial statements. The Township has one enterprise fund to account for sewer and water activity.

Fiduciary Funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the Township's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes To The Financial Statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

The statement of activities presents information showing how the government's net assets changed during the most recent fiscal year. All changes in net assets are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of related cash flows. Thus, revenues and expenses are reported in this statement of some items that will only result in cash flows in future fiscal periods.

Both of the government-wide financial statements distinguish functions of the Township that are principally supported by taxes and intergovernmental revenues (governmental activities). The governmental activities of the Township include general government, public safety, public works, recreation and culture and community development.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Township, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of the Township can be divided into two categories; governmental funds, and fiduciary funds.

Governmental funds. Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Such information may be useful in evaluating a government's near-term financing requirements.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

Other Information

The Township has reported under required supplementation information, information about the General Fund and Major Type Funds, and Combining Balance Sheets and Statement of Revenues, Expenditures and Changes in Fund Balances - Non-Major Type Governmental Funds.

The Township As A Whole

The Township's net assets for the year ended March 31, 2005 increased by 3.65% over the prior year, and management feels that even though the economic conditions have been slightly depressed, that the Township was fiscally able to grow at a rate above inflation.

The governmental activities reflect net assets of \$769,846.

By far the largest portion of the Township's net assets (57.52%) reflects its investment in capital assets (e.g. land, buildings, vehicles, equipment and infrastructure), less any related debt used to acquire these assets that are still outstanding. The Township uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending. Although the Township's investment in its capital assets is reported net of related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

FRANKLIN TOWNSHIP NET ASSETS

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>
	2005	<u>2005</u>
Revenue		
Program Revenue:		
Charges for Services	\$ 61,271	\$ 74,313
Operating Grants and Contributions		155 101
Capital Grants and Contributions		155,191
General Revenue:		
Property Taxes	87,543	
Grants and Contributions Not		
Restricted To Specific Program	196,274	 - 432
Interest and Rentals Earnings	8,794	5,432
Total Revenue	353,882	234,936
<u>Expenses</u>		
General Government	103,467	
Public Safety	31,896 81,378	131,486
Public Works	15,522	131,486
Community and Economic Development Interest on Long-Term Debt	15,522	62,888
Other Functions	17,409	
Total Expenses	249,672	194,374
Increase in Net Assets	288,525	40,562
	·	·
Net Assets Beginning of Year	2,784,762	3,305,639
Net Assets End of Year	\$3,073,287	\$3,346,201
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FRANKLIN TOWNSHIP NET ASSETS

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>
	<u>2005</u>	<u>2005</u>
Current and Other Assets Capital Assets	\$ 738,077 36,907	\$2,226,827 2,330,846
Total Assets	<u>\$ 774,984</u>	\$4,557,673
Long-Term Liabilities Outstanding Other Liabilities	\$ 5,138	\$1,185,600 25,872
Total Liabilities	5,138	1,211,472
Net Assets Invested in Capital Assets, Net of Related Debt Unrestricted	36,907 	1,145,246 2,200,955
Total Net Assets	<u>\$ 769,846</u>	\$3,346,201

Government Activities

Government activities increased the Township's net assets by \$104,210.

The Township's Funds

Our analysis of the Township's funds begins on Page 9, following the entity wide financial statements. The fund financial statements provide detail information about the most significant funds, not the Township as a whole. The Trustee Board and management creates funds to help manage money for specific purposes as well as to show accountability for certain activities, such as special property tax millages, etc.

General Fund Budgetary Highlights

Differences between the original budget and amended budget were insignificant. Actual results in revenue were higher then budgeted, and expenses were significantly lower then budgeted numbers.

Capital Assets And Debt Administration

The Township's investment in capital assets for its governmental and business-type activities as of March 31, 2005, amounted to \$2,367,753 (net of accumulated depreciation). This investment in capital assets includes land, buildings and system, improvements, machinery and equipment. The total increase in the Township's investment in capital assets for the current year was .16%.

Long-term debt of the Township decreased by \$106,600. (see Note 8 of the basic financial statements). There was no new debt incurred in the fiscal year ended March 31, 2005.

Economic Factors And Next Year's Budget And Rates

The Township's budget for 2005-2006 fiscal year has taken inconsideration, the economic condition of the State of Michigan anticipating reduced state share revenues. This will require close tabs on expenditures for the upcoming year and adjustments will be made to mirror, when possible, the revenue base, with expenses.

Contacting The Townships Management

This financial report is intended to provide our citizens, taxpayers, customers and investors with a general overview of the Township's finances and to show the Township's accountability for the money it receives. If you have questions about this report or need additional information, we welcome you to contact the clerk's office in Tipton, Michigan 49287.

PHILIP R. RUBLEY

- Certified Public Accountant -

133 W. Main Street • Morenci, MI 49256
Phone 517/458-2274
Fax 517/458-6353

PHILIP R. RUBLEY, C.P.A.

MEMBERS OF
AMERICAN INSTITUTE OF C.P.A.'S
& THE MICHIGAN ASSOCIATION OF C.P.A.'S

August 30, 2005

Township Board Franklin Township Lenawee County Tipton, Michigan 49287

INDEPENDENT AUDITOR'S REPORT

We have audited the accompanying financial statements of the governmental activities, business-type activities, each major fund, and the aggregate remaining fund information of the Franklin Township as of and for the year ended March 31, 2005, which collectively comprise the Township's basic financial statements as listed in the table of contents. These financial statements are the responsibility of the Franklin Township management. Our responsibility is to express opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinions.

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, business-type activities, each major fund, and the aggregate remaining fund information of the Franklin Township as of March 31, 2005, and the respective changes in financial position and cash flows, where applicable, thereof for the year then ended in conformity with accounting principles generally accepted in the United States of America.

As described in Note 10, the Township's has implemented a new financial reporting model, as required by the provisions of GASB Statement No. 34, Basic Financial Statements - and Management's Discussion and Analysis - For State and Local Governments, as of April 1, 2004.

The management's discussion and analysis and budgetary comparison information on pages 1 through 6, are not a required part of the basic financial statements but are supplementary information required by accounting principles generally accepted in the United States of America. We have applied certain limited procedures, which consisted principally of inquiries of management regarding the methods of measurement and presentation of the required supplementary information. However, we did not audit the information and express no opinion on it.

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Franklin Township basic financial statements. The combining and individual non-major fund financial statements are presented for purposes of additional analysis and are not a required part of the basic financial statements.

Franklin Township August 30, 2005

The combining and individual non-major fund financial statements have been subjected to the auditing procedures applied in the audit of the basic financial statements and in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Respectfully Submitted,

Philip R Rubley, CPA

PRR/cab

FRANKLIN TOWNSHIP Government-wide Statement of Net Assets March 31, 2005

Annata	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Assets Cash and Equivalents Receivables - Net	\$ 646,686 703	\$1,066,832 1,016,779	\$ 1,713,518 1,017,482
Prepaid Items and Other Assets	90,688	143,216	233,904
Capital Assets Not Being Depreciated	33,312		33,312
Capital Assets Being Depreciated - Net	3,595	2,330,846	2,334,441
Total Assets	<u>\$ 774,984</u>	\$4,557,673	\$ 5,332,657
<u>Liabilities</u> Accounts Payable and Accrued Expenses	\$ 5,138	\$ 25,872	\$ 31,010
Long-Term Liabilities: Due Within One Year Due In More Than One Year		106,600 1,079,000	106,600 1,079,000
Total Liabilities	5,138	1,211,472	1,216,610
Net Assets Invested In Capital Assets, Net of Related Debt Unrestricted	36,907 <u>732,939</u>	1,145,246 2,200,955	1,182,153 2,933,894
Total Net Assets	<u>\$ 769,846</u>	<u>\$3,346,201</u>	\$ 4,116,047

FRANKLIN TOWNSHIP Government-wide Statement of Activities For The Year Ended March 31, 2005

Functions/Programs	<u>Expenses</u>	Charges For Services	Operating Grants And Contributions	Capital Grants And Contributions	Net (Expenses) <u>Revenues</u>
Governmental Activities:					
General Government	\$ 103,467	\$ 22,874	\$	\$	\$ (80,593)
Public Safety	31,896	29,441			(2,455)
Public Works	81,378	5,156			(76,222)
Community and					
Economic Development	15,522	3,800			(11,722)
Other Functions	17,409				(17,409)
Total Governmental Activities	249,672	61,271			(188,401)
Business-Type Activities: Utilities	194,374	74,313		155,191	35,130
Total	\$ 444,046	\$135,584	\$	<u>\$155,191</u>	<u>\$(153,271</u>)

FRANKLIN TOWNSHIP Government-wide Statement Of Activities (Concluded) For The Year Ended March 31, 2005

	Governmental <u>Activities</u>	Business-Type <u>Activities</u>	<u>Total</u>
Changes In Net Assets Net (Expense) Revenue	\$ (188,401)	\$ 35,130	\$ (153,271)
General Revenues: Property Taxes and Assessments Grants and Contributions	87,543		87,543
Not Restricted To Specific Programs	196,274		196,274
Unrestricted Investment Earnings and Rentals	8,794	5,432	14,226
Total General Revenues, Contributions and Transfers	292,611	5,432	298,043
Change In Net Assets	104,210	40,562	144,772
Net Assets, Beginning of Year	665,636	3,305,639	3,971,275
Net Assets, End of Year	<u>\$ 769,846</u>	\$3,346,201	\$4,116,047

FRANKLIN TOWNSHIP Governmental Funds Balance Sheet March 31, 2005

<u>ASSETS</u>	General <u>Fund</u>	Other Non-Major Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
Cash and Cash Equivalents Prepaid Expenses Receivables - Net Due From Other Funds	\$ 645,647 7,219 703 83,469	\$ 1,039 	\$ 646,686 7,219 703 83,469
Total Assets	<u>\$ 737,038</u>	<u>\$ 1,039</u>	<u>\$ 738,077</u>
LIABILITIES Accounts Payable/ Accrued Liabilities Deferred Revenue Total Liabilities	\$ 5,138 138 5,276	\$ 	\$ 5,138 138 5,276
FUND BALANCES Unreserved	731,762	1,039	732,801
Total Fund Balances	731,762	1,039	732,801
Total Liabilities and Fund Balances	<u>\$ 737,038</u>	<u>\$ 1,039</u>	<u>\$ 738,077</u>

FRANKLIN TOWNSHIP

Reconciliation of Fund Balances On The Balance Sheet For Governmental Funds To Net Assets Of Governmental Activities On The Statement of Net Assets March 31, 2005

Fund Balances – Total Governmental Funds

\$ 732,801

Amounts reported for governmental activities in the statement of net assets are different because:

Capital assets used in governmental activities are not financial resources and therefore are not reported in the funds.

Add:

Capital Assets

114,219

Deduct:

Accumulated Depreciation

(77,312)

Revenue that has been billed as a receivable, but not collected until later years, was not reported in the funds.

Add:

Deferred Revenue

138

Net Assets of Governmental Activities

\$ 769,846

FRANKLIN TOWNSHIP Governmental Funds Statement of Revenue, Expenditures, and Changes In Fund Balances For The Year Ended March 31, 2005

-	REVENUES	General <u>Fund</u>	Other Non-Major Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
_	Taxes and Assessments	\$ 87,405	\$	87,405
	Intergovernmental	196,274	·	196,274
	Licenses and Permits	33,241		33,241
_	Charges for Services	8,691		8,691
	Interest and Rentals Other	8,789	5	8,794
	Other	<u>19,339</u>		19,339
-	Total Revenue	353,739	5	353,744
_	EXPENDITURES			
	Current:			
	General Government	100,471	12	100,483
	Public Safety Public Works	31,896		31,896
	Community Economic	81,378	-	81,378
	Development	15,522		15 500
	Capital Outlay	5,045		15,522 5,045
	Other Functions	17,409		17,409
	Total Expenditures	251,721	12	251,733
****	Excess of Revenue Over (Under) Expenditures	102,018	<u>(7</u>)	102,011
-	Net Change in Fund Balances	102,018	(7)	102,011
	Fund Balances – Beginning of Year	629,744	1,046	630,790
	Fund Balances – End of Year	<u>\$ 731,762</u>	<u>\$ 1,039</u>	<u>\$ 732,801</u>

FRANKLIN TOWNSHIP

Reconciliation Of The Statement Of Revenues, Expenditures, And Changes In Fund Balances Of Governmental Statement Of Activities March 31, 2005

Net Change in Fund Balances – Total Governmental Funds	\$102,011
Amounts reported for governmental activities in the statement of activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.	
Add: Capital Outlay	3,852
Deduct: Depreciation Expense	(1,791)
Revenue deferred on the governmental funds report, which has been charged to receivable and thus income on the statement of activities.	
Add: Deferred Revenue other adjustments	138

Change In Net Assets Of Governmental Activities

\$104,210

FRANKLIN TOWNSHIP Statement of Net Assets Proprietary Funds March 31, 2005

Business-Type Activities - Enterprise Funds

- Accepte	<u>Utilities Fund</u>
Assets Current Assets:	
Cash and Cash Equivalents	\$1,066,832
Accounts Receivable	21,872
Special Assessment Receivable	13,151
Due from Tax Collection Fund	143,216
Data From Tall Collection Land	
Total Current Assets	1,245,071
Noncurrent Assets:	
Property and Equipment - Net	2,330,846
Special Assessment Receivable	981,756
special industriance receivable	
Total Noncurrent Assets	3,312,602
Total Assets	
Total Assets	<u>\$4,557,673</u>
Liabilities	
Current Liabilities:	
Accounts Payable and Accrued	
Liabilities	\$ 25,872
Bonds Payable Current Portion	106,600
201145 Tayabic Carrent Toronon	
Total Current Liabilities	132,472
Noncurrent Liabilities:	
Bonds Payable	1,079,000
bonds rayable	1,079,000
Total Noncurrent Liabilities	1 070 000
1 otal Honoultelit Liabilities	1,079,000
Total Liabilities	1 011 450
rotar Liabilities	1,211,472
Net Assets	
Invested in Capital Assets,	
Net of Related Debt	1,145,246
Unrestricted	2,200,955
	2,200,555
Total Net Assets	2 246 201
rom not recote	3,346,201

FRANKLIN TOWNSHIP Statement of Revenues, Expenses and Changes in Fund Net Assets Proprietary Funds For The Year Ended March 31, 2005

Business-Type Activities	-	
Enterprise Funds		

	<u>Utilities Fund</u>
Operating Revenues	
Charges for Services	\$ 74,313
Special Assessments	155,191
Total Operating Revenues	229,504
Expenses	
Administration/Maintenance	76,697
Depreciation	54,789
Total Operating Expenses	131,486
Operating Income	98,018
Non-Operating Revenues (Expenses)	
Investment Income	5,432
Interest Expense and Fiscal Charges	(62,888)
Total Non-Operating Revenues (Expenses)	(57,456)
Income	40,562
Net Assets, Beginning of Year	3,305,639
Net Assets, End of Year	\$3,346,201

FRANKLIN TOWNSHIP

Reconciliation Of The Statement Of Revenues, Expenditures, To The Statement Of Activities March 31, 2005

Change In Net Assets – All Enterprise Funds	\$40,562
No additional adjustments	
Change In Net Assets Of Business-Type Activities	\$40.562

FRANKLIN TOWNSHIP **Statement of Cash Flows Proprietary Funds** For The Year Ended March 31, 2005

Business-Type Activities Enterprise Funds Utilities Fund Cash Flows From Operating Activities Cash Received from Customers \$ 229,504 Cash Payment to Suppliers For Goods and Services/Employees (191, 564)Net Cash Provided (Used) 37,940 Cash Flows From Capital and **Related Financing Activities** Special Assessment Receivable 133,886 Bond Principal Payments (106,600)Bond Interest Payments (62,888) Net Cash (Used) by Capital and **Related Financing Activities)** (35,602)**Cash Flows From Investing Activities** Investment Income 5,432 Net Cash Provided (Used) by **Investing Activities** 5,432 Net Increase (Decrease) in Cash and **Cash Equivalents** 7,770 Cash and Cash Equivalents, Beginning of Year 1,059,062 Cash and Cash Equivalents, End of Year 1,066,832 **Reconciliation to Statement of Net Assets** Cash and Cash Equivalents

\$1,066,832

FRANKLIN TOWNSHIP Statement of Cash Flows (Concluded) Proprietary Funds For The Year Ended March 31, 2005

	Business-Type Activities Enterprise Funds
Reconciliation of Operating Income (Loss)	<u>Utilities Fund</u>
to Net Cash Provided by Operating Activities:	
Operating Income	\$ 40,562
Adjustments to Reconcile Operating	Ų 40,362
Income (Loss) to Net Cash Provided	
by Operating Activities:	
Depreciation	54,789
Changes in Assets and Liabilities:	22,700
Accounts Receivable & Other Current Assets Accounts Payable, Accrued	10,809
Liabilities, Bonds Current Portion	(76,376)
Net Cash Provided (Used) by	
Operating Activities	(30.535)
	(19,516)
Cash Flows From Financing Activities:	
Principal Paid on Bonds	(106,600)
Special Assessment Receivable	<u>133,886</u>
Net Cash (Used) from Financing Activities	27,286
Net Increase (Decrease) in Cash and Cash Equivalents	
Outil Equivalents	7,770
Cash and Cash Equivalents, Beginning of Year	1,059,062
Cash and Cash Equivalents, End of Year	<u>\$1,066,832</u>

FRANKLIN TOWNSHIP Fiduciary Funds – Statement of Net Assets March 31, 2005

	Current Tax Collection <u>Fund</u>	Trust and Agency <u>Fund</u>
Assets Cash and Cash Equivalents	<u>\$271,909</u>	\$4,681
Total Assets	<u>\$271,909</u>	<u>\$4,681</u>
<u>Liabilities</u> Due to Other Funds Other Payables	\$226,685 45,224	\$ <u>4,681</u>
Total Liabilities	<u>\$271,909</u>	<u>\$4,681</u>

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the Franklin Township conform to accounting principles generally accepted in the United States of America (GAAP) as applicable to governmental units.

The Governmental Accounting Standards Board (GASB) is the accepted standard setting body for establishing governmental accounting and financial reporting principles. The more significant of the government's accounting policies are described below:

A. Reporting Entity

Franklin Township is governed by an elected board. The accompanying financial statements present the government for which government is considered to be financially accountable.

B. Government-Wide and Fund Financial Statements

The government-wide financial statements (i.e., the statement of net assets and the statement of changes in net assets) report information on all of the nonfiduciary activities of the government. For the most part, the effect of interfund activity has been removed from these statements. Governmental activities, normally supported by taxes and intergovernmental revenues, are reported separately from business-type activities which rely to a significant extent on fees and charges for support.

The statement of activities demonstrates the degree to which the direct expenses of a given function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include: (1) charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment; and (2) grants and contributions that are restricted to meeting the operational or capital requirements of a particular function or segment. Taxes and other items not properly included among program revenues are reported instead as general revenue.

Separate financial statements are provided for governmental funds, proprietary funds and fiduciary funds, even though the latter are excluded from the government-wide financial statements. Major individual governmental funds are reported as separate columns in the fund financial statements.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements, except for agency funds, which do not have a measurement focus. Revenue is recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Revenue is recognized as soon as it is both measurable and available. Revenue is considered to be available if it is collected within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the government considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, expenditures relating to compensated absences, and claims and judgments are recorded only when payment is due.

Property taxes, franchise taxes, intergovernmental revenue licenses, and interest associated with the current fiscal period are all considered to be susceptible to accrual and so have been recognized as revenues of the current fiscal period. All other revenue items are considered to be measurable and available only when cash is received by the government.

The government reports the following major governmental funds:

The General Fund is the government's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The government reports the following major proprietary fund:

The Utilities Fund is a proprietary fund which accounts for activities of the government's waste water system.

Additionally, the government reports the following fund types:

The Agency Funds account for assets held by the Township acting as an agent for individuals, private organizations, other governments and/or other funds.

Private-sector standards of accounting issued prior to December 1, 1989, are generally followed in both the government-side and proprietary fund financial statements to the extent that those standards do not conflict with the standards of the Governmental Accounting Standards Board. The government has elected not to follow private-sector standards issued after November 30, 1989 for its business-type activities and enterprise funds.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the utilities fund are charges to customers for sales and services. The enterprise funds also recognize as operating revenues the portion of tap fees intended to recover the cost of connecting new customers to the system. Operating expenses for enterprise funds include the cost of sales and services, administrative expenses, and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

As a general rule, the effect of interfund activity has been eliminated from the government-wide financial statements.

Amounts reported as program revenue include: (1) charges to customers or applicants for goods, services or privileges provided; (2) operating grants and contributions; and (3) capital grants and contributions, including special assessments. Internally dedicated resources are reported as general revenue rather than as program revenue. Likewise, general revenue includes all taxes.

When both restricted and unrestricted resources are available for use, it is the government's policy to use restricted resources first, then unrestricted resources as they are needed.

D. Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

E. Assets, Liabilities, and Net Assets or Equity

1. <u>Bank Deposits and Investment</u> Cash and cash equivalents are considered to be cash on hand, demand deposits, and short-term investments with a maturity of three months or less when acquired. Investments are stated at fair value.

State statues authorize the government to deposit in the accounts of federally insured banks, credit unions, and savings and loans associations, and to invest in obligations of the U.S. Treasury, certain commercial paper, repurchase agreements, bankers acceptances, and mutual funds composed of otherwise legal investments.

- 2. Receivables and Payables In general, outstanding balances between funds are reported as "due to/from other funds." Activity between funds that is representative of lending/borrowing arrangements outstanding at the end of the fiscal year is referred to as "advances to/from other funds." Any residual balances outstanding between the governmental activities and the business-type activities are reported in the government-wide financial statements as "internal balances."
- 3. <u>Prepaid Items Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items in both government-wide and fund financial statements using the consumption method.</u>
- 4. Inventories All inventories are valued at cost using the first-in/first-out (FIFO) method. Inventories of governmental funds are recorded as expenditures when consumed rather than when purchased.
- 5. Capital Assets Capital assets, which include property, plant, equipment, and infrastructure assets (e.g., road, bridges, sidewalks, and similar items), are reported in the applicable governmental activities columns in the government-wide financial statements. Capital assets are defined by the government as assets with an initial, individual cost of more than \$1,500 (amount not rounded) and an estimated useful life in excess of two years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair market value at the date of donation.

The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend assets lives are not capitalized.

Major outlays for capital assets and improvements are capitalized as projects are constructed. Interest incurred during the construction phase of capital assets of business-type activities is included as part of the capitalized value of the assets constructed.

Property, plant, and equipment of the primary government, as well as the component units, are depreciated using the straight line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Land Improvements	20 - 50
Building	10 - 50
Machinery, Equipment,	
And Furnishings	5 - 35
Utility Systems	50 - 100
Infrastructure	15 ~ 100
Vehicles	5 - 15

- 6. Long-Term Obligations In the government-wide financial statements, and proprietary fund types in the fund financial statements, long-term debt and other long-term obligations are reported as liabilities in the applicable governmental activities, business-type activities, or proprietary fund type statement of net assets. Bond premiums and discounts, as well as issuance costs, are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported net of the applicable bond premium or discount. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt.
- 7. Fund Equity In the fund financial statements, governmental funds report reservations of fund balance for amounts that are not available for appropriation or are legally restricted by outside parties for use for a specific purpose. Designations of fund balance represent tentative management plans that are subject to change.

NOTE 2 - STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY

A. Budgetary Information - Annual budgets are adopted on a basis consistent with generally accepted accounting principles for all governmental funds. All annual appropriations lapse at fiscal year end.

On or before the end of March of each year, the Township Board proposes a budget for review and holds public hearings and a final budget is adopted.

The appropriated budget is prepared by fund, function and activity. The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is with the Board of Trustees.

B. Excess of Expenditures Over Appropriations In Budgeted Funds - P.A. 621 of 1978, as amended, provides that a local unit shall not incur expenditures in excess of the amounts appropriated. During the year ended March 31, 2005, the government incurred expenditures in excess of amounts appropriated at the legal level of budgetary control as follows:

General Fund: General Government:	Amended <u>Budget</u>	;	<u>Actual</u>	<u>Var</u>	iance
Township Hall	\$ 5,648	\$	6,407	\$	759
Capital Outlay	3,852		5,045		1,193

NOTE 3 - DEPOSITS AND INVESTMENTS

The government unit's deposits and investment policy are in accordance with statutory authority.

Investments made by the Township are summarized below. The investments that are represented by specific identifiable investment securities are classified as to credit risk by the three categories described below:

Category 1:	Insured or registered, or securities held by the Township or its
	agent in the Township's name.

Category 2: Uninsured and unregistered, with securities held by the counterparty's trust department or agent in the Township's name.

Category 3: Uninsured and unregistered, with securities held by the counterparty, or by its trust department or agent but not in the Township's name.

	Category 1_		_3_	Carrying <u>Value</u>	Market <u>Value</u>
Checking, Savings and Certificate of Deposits	\$100,000	\$1,890,108	\$	\$1,990,108	\$1,990,108
	\$100,000	<u>\$1,890,108</u>	\$	\$1,990,108	\$1,990,108

Balance Sheet Cash And Cash Investments
The Governmental Accounting Standards Board (GASB) Statement No. 3 risk disclosures for the Township's deposits are as follows:

<u>Deposits</u>	Carrying <u>Amount</u>
<pre>Insured (FDIC) (FSLIC) Uninsured: Uncollateralized</pre>	\$ 100,000
Total	_1,890,108 \$1,990,108

A reconciliation of cash and investments as shown on the Statement of Net Assets and Statement of Fiduciary Net Assets to deposits and investments as classified for note disclosure purposes is as follows:

Statement of Net Asset:

Cash and Cash Equivalents	\$1,713,518
	1,713,518
Statement of Eiduciany Not Accets	

Statement of Fiduciary Net Asset:

Agency	Funds:			
Cash	and Cash	Equivalents		276,590
				276,590
			\$1	,990,108

NOTE 4 - CAPITAL ASSETS

Capital assets activity for the year ended March 31, 2005 was as follows:

Governmental Activities Capital Assets, Not	Beginning <u>Balance</u>	<u>Increases</u>	Ending <u>Decreases</u>	Balance
Being Depreciated: Land	\$ 33,312	\$	\$	\$ 33,312
Total Capital Assets Not Being Depreciated	33,312			33,312
Capital Assets, Being Depreciated: Buildings Equipment	25,881 51,174	3,852		25,881 55,026
Total Capital Assets Being Depreciated	77,055	3,852		80,907
Less Accumulated Depreciation For: Buildings Equipment	(25,847) (49,674)	(34) (1,757)		(25,881) (51,431)
Total Accumulated Depreciation	(75,521)	(1,791)		(77,312)
Total Capital Assets, Being Depreciated, Net	1,534	2,061		3,595
Governmental Activities Capital Assets, Net	\$ 34,846	\$ 2,061	<u>\$</u>	\$ 36,907
Business-Type Activities Capital Assets, Being Depreciated: Sewer System	<u>\$2,739,451</u>	\$	\$	<u>\$ 2</u> ,739,451
Total Capital Assets Being Depreciated	2,739,451			2,739,451
Less Accumulated Depreciation For: Sewer and Water System	(353,816)	(54,789)		(408,605)
Total Accumulated Depreciation	(353,816)	(54,789)		(408,605)
Total Capital Assets, Being Depreciated, Net	2,385,635	(54,789)		2,330,846
Business-Type Activities Capital Assets, Net	<u>\$2,385,635</u>	<u>\$ (54,789</u>)	\$	<u>\$ 2,330,846</u>

Depreciation expense was charged to functions/programs of the Township as follows:

Govern	<u>ımental</u>	Activi	ties:

General Government \$ 1,791

Total Depreciation Expense

Governmental Activities <u>\$ 1,791</u>

Business-Type Activities:

Utilities \$ 54,789

Total Depreciation Expense Business-Type Activities

<u>\$ 54,789</u>

NOTE 5 - INTERFUND RECEIVABLES AND PAYABLES

At March 31, 2205, the following were interfund receivables and payables in the fund statement.

<u>Fund</u>	Interfund <u>Receivables</u>	Interfund <u>Payables</u>
General Sewer(Utilities) Other Agency Funds	\$ 83,469 143,216	\$ 226,685
Total	<u>\$226,685</u>	<u>\$226,685</u>

NOTE 7 – PROPERTY TAXES

The Township bills and collects property taxes and also taxes for the County and several School Districts within its jurisdiction. Collections and remittances of the County and School taxes are accounted for in the Current Tax Collection Agency Fund. Township property tax revenues are recognized as revenues in the fiscal year levied to the extent that they result in current receivables.

Property taxes attach as an enforceable lien on the property as of January 1.

NOTE 8 - LONG TERM DEBT

Bonds Payable - Lenawee County Sewage Disposal Bonds - Sewer Franklin used for construction of sewer system. Amount applicable to Franklin Township 52%. Total issue \$3,890,000 of which Franklin is \$2,022,800.

Purpose: Construction Sewer Date of Bond: June 1, 1996 Interest Rate: 7.125% to 4.5%

Interest Payable: November 1st, May 1st Original Amount of Issue: \$2,022,800

<u>Dates</u>	<u>Principal</u>	<u>Interest</u>	Total Payment
May 1, 2005	\$ 106,600	\$ 31,047	\$
November 1, 2005		27,049	
May 1, 2006	106,600	27,049	164,696
November 1, 2006		23,052	156 701
May 1, 2007	106,600	23,052	156,701
November 1, 2007		19,481	140 122
May 1, 2008	106,600	19,481	149,133
November 1, 2008		17,082	142 162
May 1, 2009	106,600	17,082	143,163
November 1, 2009		14,684	120 266
May 1, 2010	101,400	14,684	138,366
November 1, 2010		12,402	120 406
May 1, 2011	101,400	12,402	128,486
November 1, 2011		10,121	100 000
May 1, 2012	98,800	10,121	123,923
November 1, 2012	-~-		
May 1, 2013	96,200	7,898	116,819
November 1, 2013	50,200	7,898	
May 1, 2014	117,000	5,733	109,831
November 1, 2014	117,000	5,733	
May 1, 2015	137,800	3,101	125,834
November 1, 2015	137,800	3,101	
1, 2015			140,901
Total	A		
I Otal	<u>\$1,185,600</u>	<u>\$312,253</u>	\$1,497,853

Debt service requirements over next five years are as follows:

<u>Year</u>	<u>Principal</u>	<u>Interest</u>
2006 2007 2008 2009 2010 Thereafter	\$ 106,600 106,600 106,600 106,600 106,600 652,600	\$ 58,096 50,101 42,533 36,563 31,766 93,194
Total	<u>\$1,185,600</u>	\$ 312,253

NOTE 9 - OTHER INFORMATION

Risk Management

The government is exposed to various risks of loss related to torts; theft of damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. During the year ended March 31, 2005, the government carried insurance through various commercial carriers, to cover all risks of losses. The government has had no settled claims resulting from these risks that exceeded its commercial coverage in any of the past three fiscal years.

NOTE 10 – ACCOUNTING CHANGE

Effective April 1, 2004, the Franklin Township implemented the provisions of Governmental Accounting Standards Board Statement No. 34, Basic Financial Statements - and Management's Discussion and Analysis - for State and Local Governments (GASB No. 34), along with all related statements and interpretations. Changes to the Township's financial statements as a result of GASB No. 34 are as follows:

- A Management's Discussion and Analysis of the Township's overall financial position and results of operations has been included.
- Township-wide financial statements (statement of net assets and statement of activities) prepared using full accrual accounting for all of the Township's activities have been provided.
- Capital assets in the governmental activities column of the statement of net assets totaling \$36,907.
- The fund financial statements focus on major funds rather than fund types.

NOTE 11 - PENSION PLAN

The Township provides pension benefits for elected officials and full time employees through a defined contribution plan. The plan is through an insurance company in connection with the Michigan Township Association.

Officials/employees are eligible to participate at the first policy anniversary date after being employed and are at least twenty-one (21) years old. The contributions to the plan are invested in mutual funds.

Contributions to the plan in fiscal year 2004-2005 were \$5,490.

For fiscal year 2004-2005, the Township's salaries and wages were \$36,600\$ for covered participants.

Provisions of the plan are full immediate vesting; death benefit provided; and lump sum option available at retirement.

NOTE 12 - LINDBERG CEMETERY TRUST FUND

The Lindberg Cemetery Trust Fund was established by the Last Will and Testament of Addie Lindberg. The funds from this trust are restricted to the care and maintenance of her grave site.

FRANKLIN TOWNSHIP Budgetary Comparison Schedule General Fund For The Year Ended March 31, 2005

\$629,744 75,400 140,000 30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500 22,000 17,000 3,000	\$629,744 75,400 140,000 30,100 9,000 2,900 9,950 897,094	\$ 629,744 87,405 196,274 33,241 8,691 8,789 19,339 983,483	\$ 12,005 56,274 3,141 (309) 5,889 9,389 86,389
75,400 140,000 30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500 22,000 17,000	75,400 140,000 30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500	87,405 196,274 33,241 8,691 8,789 19,339 983,483	12,005 56,274 3,141 (309) 5,889 9,389 86,389
75,400 140,000 30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500 22,000 17,000	75,400 140,000 30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500	87,405 196,274 33,241 8,691 8,789 19,339 983,483	12,005 56,274 3,141 (309) 5,889 9,389 86,389
140,000 30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500 22,000 17,000	140,000 30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500	87,405 196,274 33,241 8,691 8,789 19,339 983,483	12,005 56,274 3,141 (309) 5,889 9,389 86,389
30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500 22,000 17,000	30,100 9,000 2,900 9,950 897,094 4,500 16,000 20,500	33,241 8,691 8,789 19,339 983,483	56,274 3,141 (309) 5,889 9,389 86,389
9,000 2,900 9,950 897,094 4,500 16,000 20,500 22,000 17,000	9,000 2,900 9,950 897,094 4,500 16,000 20,500	8,691 8,789 19,339 983,483 4,124 14,786	3,141 (309) 5,889 9,389 86,389
2,900 9,950 897,094 4,500 16,000 20,500 22,000 17,000	2,900 9,950 897,094 4,500 16,000 20,500	8,789 19,339 983,483 4,124 14,786	(309) 5,889 9,389 86,389
9,950 897,094 4,500 16,000 20,500 22,000 17,000	9,950 897,094 4,500 16,000 20,500		9,389 86,389
4,500 16,000 20,500 22,000 17,000	4,500 16,000 20,500	4,124 14,786	<u>86,389</u> 376
4,500 16,000 20,500 22,000 17,000	4,500 16,000 20,500	4,124 14,786	376
16,000 20,500 22,000 17,000	16,000 20,500	14,786	
20,500 22,000 17,000	20,500		7 ^ 4
22,000 17,000		15,591	1,214
	22,000	21,212	4,909
3.000	17,000	15,207	788 1,793
2,000	4,680	3,857	823
9,500	9,500	7,503	1,997
15,000	15,000		6,195
	1,000	929	71
		6,407	(759)
.,	3,000	2,030	950
	23,000	19,572	3,428
13,000	13,000	12,324	676
10,000	10,000	6.075	3,925
10,000	10,265	9,447	818
421,463	421.463	72 071	240 400
			348,492
5,000			90 21 <i>6</i>
2,000	2,000		316 387
5,000	5,000		5,000
3,852	3,852	5,045	(1,193)
_105,300	101,355	17,409	83,946
715,963	715,963		464,242
			\$ 550,631
	15,000 1,000 3,648 3,000 23,000 13,000 10,000 10,000 421,463 2,200 5,000 2,000 5,000 3,852 105,300	15,000	15,000

FRANKLIN TOWNSHIP Combining Balance Sheet Non-Major Governmental Funds March 31, 2005

	Permanent <u>Fund</u>	Total
<u>Assets</u>	Lindberg Cemetery <u>Endowment</u>	Non-Major Governmental <u>Funds</u>
Cash	\$ 1,039	\$ 1,039
Total Assets	<u>\$ 1,039</u>	\$ 1,039
<u>Liabilities and</u> <u>Fund Balances</u>		
Fund Balance	1,039	_ 1,039
Total Fund Balances	<u>\$ 1,039</u>	\$ 1,039

FRANKLIN TOWNSHIP

Combining Statement of Revenues, Expenditures and Changes In Fund Balance Non-Major Governmental Funds For The Year Ended March 31, 2005

-	Permanent <u>Fund</u>	Total
Revenues:	Lindberg Cemetery <u>Endowment</u>	Non-Major Governmental <u>Funds</u>
Interest and Rents	5	5
Total Revenue	5	5
Expenditures: General Government	. 12	12
Total Expenditures	12	12 12
Excess of Revenues Over (Under) Expenditures	(7)	(7)
Beginning Fund Balance	1,046	1,046
Ending Fund Balance	<u>\$ 1,039</u>	<u>\$ 1,039</u>

PHILIP R. RUBLEY

- Certified Public Accountant -

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PHILIP R. RUBLEY, C.P.A.

MEMBERS OF
AMERICAN INSTITUTE OF C.P.A.'S
& THE MICHIGAN ASSOCIATION OF C.P.A.'S

August 30, 2005

Township Board Franklin Township Lenawee County Tipton, Michigan 49287

In planning and performing my audit of the financial statements of Franklin Township for the year ended March 31, 2005, I considered the Township's internal control structure in order to determine my auditing procedures for the purpose of expressing my opinion on the financial statements. The consideration I gave to the internal control structure was not sufficient for me to provide any form of assurance on it. However, in reviewing the Township's processes and systems, I made observations I feel should be addition I have summarized other areas for Board's consideration involving internal controls and fraud considerations.

If you have any questions on the information contained in this letter please contact me.

Respectfully Submitted

Philip R Fabley, CFA

PRR/cab

INTERNAL CONTROLS

Over a relatively short period of time, there have been several large fraud related cases documented in the mid-Michigan area, as well as in other areas of Michigan and throughout the country. These highly publicized cases have raised significant concerns for management of many organizations, as well as the council and board members of these not-for-profit organizations and governmental organizations, concerning their organization's vulnerability to internal or external fraud related activities. It is strongly believed that all organizations, both small and large, have some level of risk in this area and even having the "best practices" in place will not necessarily prevent the occurrence of this unfortunate activity.

Through many recent conversations with my clients regarding their susceptibility to fraud, it was noted the most important element necessary to reduce the risk of fraud is to have a sound organizational structure, which includes sound accounting and internal control policies and procedures (IN THE EYES OF THEIR EMPLOYEES). One of the key aspects of strong controls, and thus a deterrent, is senior management's support and involvement with accounting and internal control monitoring and related decisions.

Some of the key areas to focus on include, but are not limited to, the following:

- Cash receipts handling and posting to general ledgers including the initial posting of cash receipts.
- Posting of adjusting journal entries to the ledger.
- Cash disbursements, including the establishment of vendor master files in the computer system and maintenance and controls surrounding the signature of cash disbursement checks.
- Payroll, including the access to all master files detailing wage rates and other information, and the establishment of new employees in the computer system.
- Proper approval procedures for all disbursements including a good checks and balances system i.e.: no one person responsible for this function where possible.

FRAUD CONSIDERATIONS

Statement of Auditing Standards No. 99 (SAS99), consideration of Fraud in a Financial Statement Audit

Effective for the year ended December 31, 2003, Statement on Auditing Standards No. 99 (SAS((), Consideration of Fraud in a Financial Statement Audit, requires additional audit procedures addressing the risk of fraud in an organization. Our responsibility is not to detect fraud, but to detect material misstatements in the financial statements caused by fraud, and our consideration of fraud is integrated into the overall audit process.

Types of fraud include intentional misstatements or omissions in financial reporting and misappropriation of assets. SAS 99 requires auditors to address:

- How and where the client's financial statements might be susceptible to material misstatement due to fraud and what conditions might be present to allow fraud to occur.
- How management could perpetrate and conceal fraud.
- How management or employees could misappropriate assets of the client.

In addition, SAS 99 requires auditors to make inquiry of:

- Management regarding their awareness and understanding of fraud, fraud risks, and steps taken to mitigate risks.
- Others within the entity, including council members, non-financial executives, administrators, and non-management personnel not directly involved in the financial reporting process, regarding the existence of suspicion of fraud and the individual's views about the risks of fraud within the entity.

Risk areas identified through inquiries and based on industry knowledge will significantly affect the audit process. With your help, the implementation of these new standards will certainly lead to a greater comfort in the controls you have designed and implemented. It may even create greater efficiency in the accounting process as a byproduct of the process.

Creating A Culture Of Honesty And High Ethics

It is the Township's responsibility to establish core values and to effectively communicate the values to employees in order to create a culture with high ethical standards. The AICPA has included the following as key components necessary for the creation of such a culture.

Setting The Tone At The Top

Management, through the modeling of high ethics themselves and effectively communicating expectations to employees, is responsible for leading the effort to create the appropriate culture within the Township.

Creating A Positive Workplace Environment

The creation of a positive workplace environment, where employees feel they are treated fairly, has proven to reduce the risk of fraud. This type of environment could be created as follows:

Allowing employees to provide input related to the code of conduct.

- Enabling employees to internally seek advice concerning decisions that appear to have ethical implications.
- Establishment of a fair reward system.
- Implementation of team-focused decision making policies.

Hiring And Promoting Appropriate Employees

Policies must be effective in reducing the changes of hiring and promoting individuals with low ethical standards.

Training

Core values expressing an attitude of intolerance toward unethical behavior should be communicated immediately to new hires and should be recommunicated periodically to all employees.

Confirmation

Reinforcement of core values occurs if the employees are required to sign a code of conduct statement.

Discipline

Consequences of unethical behavior should be communicated upfront, and management response to unethical behavior should be consistent with the consequences communicated. Management's response demonstrates the level of commitment to the ethical standards and could deter future wrongdoing.

Evaluating Antifraud Processes and Controls

Perceived opportunity to successful commit fraud increases the risk that fraud will occur. The following can help in reducing the opportunity for fraud.

Identifying And Measuring Fraud Risks

The Township's vulnerability to fraudulent activity (including Fraudulent financial reporting, misappropriation of assets, bribery and other illegal acts) should be assessed.

Implementing And Monitoring Appropriate Internal Controls

Internal processes can be modified to reduce fraud risk. Examples of such process modifications are as follows:

- Additional review of the procurement process
- Segregation of duties
- Adequate scrutiny of interim financial reports and budget reports by management

Developing An Appropriate Oversight Process

Whether it is external or internal oversight, appropriate oversight should be identified and established.

Township Board

The Township Board is ultimately responsible for ensuring management is doing an effective job of monitoring fraud risk and implementing procedures to mitigate fraud risk. Therefore, the Board should be evaluating management's assessments and controls.

Independent Auditors

Independent auditors can provide an assessment of the Township's process for identifying, assessing and responding to the risk of fraud.

Certified Fraud Examiners

Certified Fraud Examiners can provide additional insight into the risk assessment.

Other Information

The following Web sites provide additional guidance on fraud and the implementation of anti-fraud programs and controls:

American Institute of Certified Public Accountants Association of Certified Fraud Examiners Financial Executives International Information Systems Audit and Control Association The Institute of Internal Auditors Institute of Management Accounts National Association of Corporate Directors Society for Human Resource Management

www.aicpa.org www.cfenet.com www.fei.org www.isaca.org www.theiia.org www.imanet.org www.nacdonline.org www.shrm.org